Association—for example, the planning and development of a student recreation center.

- Continue to implement student support services to increase student academic success, especially through the Center for Teaching and Learning.
- Strengthen the university's retention plan to further improve the success of all students, especially minority, transfer, under-prepared, and adult students.
- Develop an articulation agreement with KCTCS to define specifically the courses KCTCS graduates need to take at both a KCTCS institution and Morehead to complete their associate and bachelor's degrees.
- Continue to refine and promote the use of the Eagle Express Lane, which enables students to set up and activate a Web account, view course offerings and register for classes, make housing and dining/meal plan selections, pay tuition and expenses, order textbooks, and register a vehicle to obtain a parking permit.

Murray State University

CPE Key Indicators of Progress

Murray met its performance goals for:

- Undergraduate enrollment, which increased from 8,088 in 2002 to 8,385 in 2003.
- The six-year graduation rate of bachelor's degree students, which increased from 55.4 percent in 2002 to 56.3 percent in 2003.
- Several benchmarks in the 2003 National Survey of Student Engagement: First-year students scored Murray higher than predicted on all five benchmarks–*level of academic challenge*, *active and collaborative learning*, *student interactions with faculty members*, *enriching educational experiences*, and *supportive campus environment*. Seniors scored Murray higher than predicted on three of five benchmarks–*level of academic challenge*, *student interactions with faculty members*, and *supportive campus environment*.

Murray did not meet its performance goals for:

- Graduate enrollment, which decreased from 1,832 in 2002 to 1,715 in 2003.
- The retention rate of first-time freshmen, which decreased from 77.0

percent in 2002 to 74.3 percent in 2003.

- The number of community and technical college transfers to Murray, which decreased from 317 in 2002 to 309 in 2003.
- One benchmark in the 2003 National Survey of Student Engagement: Seniors scored MuSU lower than predicted on *active and collaborative learning*. The predicted score equaled the actual score on e*nriching educational experiences*.

The 2003 National Survey of Student Engagement also revealed:

- Thirty percent of first-year students and 40 percent of seniors participated in a community-based project as part of a regular course.
- Forty-three percent of first-year students and 39 percent of seniors participated in volunteer work outside of class.
- Forty-one percent of first-year students and 39 percent of seniors reported that their college experience contributed to knowledge, skills, and personal development in contributing to the welfare of their community.
- Twenty-eight percent of first-year students and 23 percent of seniors reported that their experiences at Murray contributed to the development of their voting behavior.

For the purposes of the *Kentucky Plan for Equal Opportunities*:

- In 2002-03, Murray showed continuous progress on six of eight objectives, qualifying for automatic eligibility status (i.e., Murray was automatically eligible to add new degree programs during 2004). Performance for 2003-04 will not be available until January 2005.

Additional Institutional Measures

Ten indicators are used to gauge Murray State's progress toward achieving Goal 4 of HB 1, and each represents an important part of the institution's efforts to realize its mission and its distinct role in the state's system of postsecondary education. All indicators are essential in arriving at a full assessment of performance; additionally, Murray State is serious about the qualitative mandate set forth in Goal 4 to provide programs of a quality at or above the national average. To that end, Murray State is placing particular emphasis on measures that will increase access and educational opportunity for all citizens in western Kentucky and ensure that they can participate in a wide range of bac-

Murray is placing particular emphasis on measures that will increase access and educational opportunity for all citizens in western Kentucky and ensure they can participate in a wide range of programs of nationally recognized quality.

calaureate and master's programs of nationally recognized quality. The indicators that seem to be most pertinent to these goals are as follow:

1.   Maintain a six-year graduation rate at or above the national average and be among the leading institutions in the Commonwealth with respect to the five-year graduation rate of Kentucky transfer students. Meeting institutional goals with respect to these two indicators will lead to success in another critical area--the number of baccalaureate and graduate degrees conferred to citizens in the service region.

2.   Improve access through collaboration with KCTCS institutions and increase undergraduate enrollment and transfers from KCTCS schools.

3.   Provide rich, diverse environments for education and the realization of each student's potential. The Kentucky Plan sets appropriate guidelines for ensuring the existence of a talented, diverse faculty, and it establishes realistic goals for diversity within the student body. Additionally, Murray State University emphasizes internationalization in its strategic plan. Notions of diversity and internationalization are evident in two of the *Ten Characteristics of a Murray State University Graduate*: 1) Understand the dynamics of cultural diversity, of competing economic and political systems, and of complex moral and ethical issues while 2) valuing intellectual pursuit and continuous learning in a changing world.

4.   Persist in efforts to seek and maintain the university's high national rankings along with the number and percentage of nationally accredited programs. Murray State University will continue to be ranked among the best public comprehensive universities in the nation in leading publications such as *U.S. News and World Report* and *Barron's*.

During 2003-04, the TSM program maintained the largest telecommunications database in the world. (www.eXroads.com).

Program of Distinction

The following information summarizes the accomplishments of the Telecommunications Systems Management Program (TSM), Murray's Program of Distinction. A more complete report on the accomplishments, goals, and measures of success for the TSM program was filed with the Council on October 15, 2004.

During 2003-04, the TSM program:

• Sponsored the third annual successful National Telecommunications Conference in Louisville for academic institutions with representation from over 30 colleges and universities.

Next year, the Center for Telecommunications Systems Management will attract $300,000 in grant dollars for the year from faculty and center activities.

- Led the formation of the International Telecommunications Education and Research Association (ITERA) and developed and maintained its web site.
- Attracted 45 students from across the Commonwealth through the online undergraduate program.
- Developed an option within the undergraduate curriculum for Cyber-Security.
- Revised the master's curriculum to meet current trends in telecommunications and began developing online courses.
- Maintained the largest telecommunications database in the world (eXroads.com).
- Supported collaborative research involving 13 faculty members. Promoted undergraduate and graduate student research that resulted in conference paper presentations.
- Developed a series of ten short courses for the national market and will develop a marketing plan next year.
- Developed the *National Journal for Telecommunications Education and Research.*
- Completed a mapping project, now offered through Connect Kentucky, that allows users to query a map location and find telecommunications services available at that location. Served on the board of the Connect Kentucky Project to assess the infrastructure for Kentucky's new economy.
- Converted a lab into the "Cyber Cave," a high technology telecommunication facility used to teach telecom courses to high school students. Successfully held a summer workshop for 17 high school students in the Cyber Cave.
- Hosted multiple career days both on and off campus to educate high school students about career opportunities in the information technology fields. Presentations reached over 900 students.
- Maintained a quality web site that receives 30-40 hits per day.

Next year, the Center for Telecommunications Systems Management will:

- Successfully integrate the national conference into a co-sponsored event with the International Telecommunications Education and Research Association (ITERA). Increase conference participation from 100 to 200 attendees.
- Further enhance the *Journal for Telecommunications Education and Research* utilizing only refereed articles.

- Strengthen the relationship with the United States Telecom Association.
- Develop a National Board of Advisors to assist the program's policy board in uncovering needed adjustments.
- Hire a permanent center director and two faculty members.
- Integrate an interdisciplinary faculty into a group that identifies with the telecommunications program.
- Attract $300,000 in grant dollars for the year from faculty and center activities.
- Attract funds to support a second year of summer workshops in the Cyber Cave.

Collaborative Programs and Initiatives

The following list summarizes major collaborative initiatives at Murray State University, with particular emphasis on those that expand access to degrees through the development of articulation agreements and collaboration with other Kentucky institutions.

Murray State has an articulation agreement allowing Kentucky Community and Technical College System graduates to transfer 60 hours of coursework into the Telecommunications Systems Management (TSM) program.

- The School of Agriculture received a National Science Foundation grant to start a bachelor of science degree program at the West Kentucky Regional Postsecondary Education Center in Hopkinsville to articulate with the associate in agricultural technology degrees from Hopkinsville, Madisonville, and Henderson community and technical colleges.
- Early childhood and elementary education, as well as adolescent, career, and special education, executed formal articulation agreements with KCTCS to provide 2+2 programs offering a more seamless transition from two- to four-year programs.
- The Department of Social Work, Criminal Justice, and Gerontology collaborates with Western Kentucky University for a master's of social work.
- Murray State's Department of Government, Law, and International Affairs signed an agreement with the School of Public Administration at Kentucky State University to offer undergraduate public administration courses online. The agreement with the Governmental Service Center's Kentucky Certified Public Management Program for the application of credit toward the undergraduate degree in public administration continues. Additionally, a transfer agreement in public administration has been finalized between Murray State, Kentucky State University, and the Kentucky Community and Technical College System.

- An initial agreement to offer a joint Master of Arts in teaching English to speakers of other languages has been reached between the Department of English and Philosophy and the University of Bahrain.
- The Department of Physics & Engineering is conducting preliminary discussions with the University of Kentucky to offer a joint environmental engineering program.
- Murray State has an articulation agreement allowing Kentucky Community and Technical College System graduates to transfer 60 hours of coursework into the Telecommunications Systems Management (TSM) program. A number of TSM courses are presently offered online through Kentucky Virtual University.
- Murray State and the University of Louisville offer a joint degree in electrical engineering and telecommunications engineering.
- The College of Business and Public Affairs signed a transfer articulation agreement with KCTCS for a 2+2 program leading to a bachelor's of business. A partnership with KYVU continues for online courses in the bachelor's of business program.

Major Initiatives for Next Year

Some of the more significant initiatives planned for next year focus on improving transfer and retention rates, which are areas of concern for Murray.

To improve the retention rate of first-time freshmen, Murray will:

- Continue the Residential College Program, the only one of its kind in the Commonwealth and the linchpin of the university's retention efforts.
- Expand the Passport to Success program, first implemented in fall 2003. This program provides incentives for incoming freshmen to become more involved in extracurricular activities. Preliminary results show the program has remarkable potential for enhancing student engagement.
- Increase focus on student advising through the implementation of an online advising center and an intrusive advising system for at-risk students that ensures they receive direct, personal assistance as they plan their educational programs.

To improve the number of community and technical college transfers, Murray will:

- Continue to articulate its academic programs with KCTCS. An agreement currently under development with KCTCS institutions in

Madisonville, Henderson, and Hopkinsville will bring a 2+2 baccalaureate degree in agriculture to citizens in these communities. The university has signed agreements with Madisonville and Henderson community colleges to offer a 2+2 program in interdisciplinary early childhood education, one of the state's identified teacher shortage areas, which will be implemented upon final approval by the Council. Agreements with Kentucky State University and KCTCS will facilitate students' ability to transfer from KCTCS or KSU to the bachelor's degree program in public administration at Murray State.

- Align general education requirements with KCTCS for easy transfer of credits.

To improve graduate enrollment, Murray will:

- Build on recent recruitment efforts, which include the publication of the first graduate school viewbook for prospective students, the hiring of a half-time graduate recruitment specialist, and the creation of a graduate student prospect database, which will be used exclusively for tracking and communicating with prospective graduate students.

To increase undergraduate enrollment, Murray will:

- Expand the Roads Scholars program at Murray State that provides direct linkages between university faculty teams and individual high schools in the region. In an effort to reach out to students and their families at a younger age and an earlier point in school, Murray has added Roads Scholars faculty resource teams for 11 middle schools in nine target districts within its service region.
- Pilot a college mentor program with a nearby school district. The university will provide a coordinator, transportation costs, and support materials for this project.
- Support its Teacher Quality Institute (TQI) in establishing future teacher organizations in the region's high schools in an effort to identify students in underrepresented groups who might become teachers.
- Host several hundred high school students in a day-long event promoting college going in general and the teaching field in particular.

To increase campus diversity initiatives, Murray will:

- Establish and fund a minority graduate recruiting program to encour-

To increase undergraduate enrollment, Murray will expand the Roads Scholars program at Murray State that provides direct linkages between university faculty teams and individual high schools in the region.

age individual colleges to seek out and recruit Kentucky resident minority students and provide them with graduate assistantships.

- Implement a McNair Scholars Program to provide incentives for selected students from underrepresented groups to move through the postsecondary education system and on to completion of the doctorate.
- Intensify ongoing efforts to increase diversity among the undergraduate student body, faculty, staff, and administration.

To increase civic engagement among the student body, Murray will:

- Establish university-wide student outcomes and publish them as "The Characteristics of a MSU Graduate." The characteristics will address the importance of ethical behavior and responsible citizenship.
- Participate in the American Democracy Project sponsored by the *New York Times* and the American Association of State Colleges and Universities (http://www.murraystate.edu/provost/am_democracy.htm).
- Continue the Service Learning Scholars program, which combines community service with specific learning objectives in a course. To become a Service Learning Scholar (SLS), students must complete 12 hours of credit in service learning designated courses and earn an overall GPA of 2.75 and a minimum GPA of 3.0 in the designated classes. The Service Learning Scholar designation is placed on student transcripts, and SLS students are recognized by the institution at Honors Day and by special insignia at graduation.

Northern Kentucky University

CPE Key Indicators of Progress

NKU met its performance goals for:

- Undergraduate enrollment, which increased from 12,164 in 2002 to 12,223 in 2003.
- Graduate and first-professional enrollment, which increased from 1,579 in 2002 to 1,722 in 2003.
- Several benchmarks in the 2003 National Survey of Student Engagement: First-year students scored NKU higher than predicted on all five benchmarks–*level of academic challenge*, *active and collaborative learning*, student *interactions with faculty members*, *enriching educational experiences*, and *supportive*